THE JOHNS HOPKINS UNIVERSITY · BALTIMORE, MARYLAND 21218

OFFICE OF ACCOUNTING SERVICES

January 16, 1978

TO WHOM IT MAY CONCERN:

I have known Ms. Debra M. Nicholson for three years. In the past year, she has reported directly to me as a Staff Accountant for The Johns Hopkins University.

Ms. Nicholson performs her duties with extreme thoroughness and accuracy, arriving at sound conclusions and making intelligent decisions. She approaches her responsibilities with a mature attitude and is enthusiastic about all aspects of her job. She deals courteously, tactfully, and effectively with all personnel while maintaining a professional standard of conduct. Based on my relationship with Ms. Nicholson, I believe her to be a person of high moral standards and good character.

It has been my pleasure to have Ms. Nicholson as a member of the staff for The Johns Hopkins University.

Sincerely,

Dale C. Kirby

Dale C. Kirby,
Assistant to the Director

DCK/ew

cc: Personnel File; Debra Nicholson